Air Force Materiel Command

War-Winning Capabilities … On Time, On Cost

A&AS /Professional Services Workshop Aug 04

U.S. AIR FORCE

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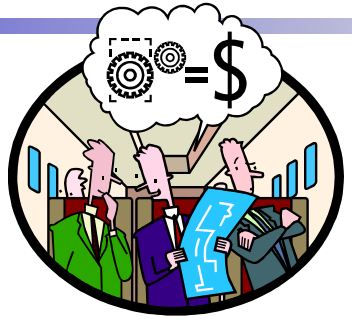
Integrity - Service - Excellence

Overview

- **PBSA Background**
- **PBSA Explained**
- **Seven Steps**
- **In Addition**

"OK, So why do PBSA?"



It's the law

Encourages Commercial Practices

PBSA

Shift's risk to Contractor

It's Cheaper?

"OK, So what is PBSA?"

It won't go away

It's not a disease

It's a philosophy

It's a process

PBSA

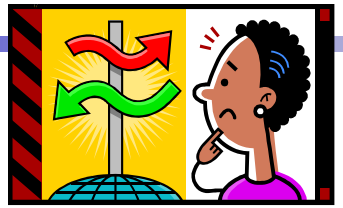
It's a team effort

It's not an SA=essay contest

I have to think

It uses the Contractor's Knowledge

"OK, So what is PBSA?"



Results NOT Process

Performance Plan

Multi-functional teams

Performanc e Standards

PBSA

Measurable Outcomes

It's the law

Remedies/ Incentives

Contract & Contractor Assessment

How do I begin?

SEVEN STEPS TO PERFORMANCE-BASED SERVICES ACQUISITION

1. Establish the team.
2. Decide what problem needs solving.
3. Examine private-sector and public-sector solutions.
4. Develop a PWS or SOO.
5. Decide how to measure and manage performance.
6. Select the right contractor.
7. Manage performance.

What do I need?
When do I need it?
How do I know if it's good when I get it?

Analyze/Define Requirements

2 Decide what problem needs solving.

- **Link acquisition to mission and performance objectives.**
- **Define (at a high level) desired results.**
- **Decide what constitutes success.**
- **Determine the current level of performance.**

Develop a SOW or SOO

PWS

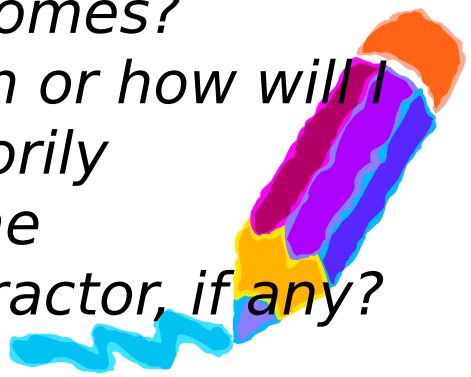
Conduct an analysis.
Apply the "so what?" test.
Capture the results of the analysis in a matrix.
Write the performance work statement.
Let the contractor solve the problem, including the lab mix.

SOO

Begin with the acquisition's "elevator message."
Describe the scope.
Write the performance objectives into the SOO.
Make sure the government and the contractor share objectives.
Identify the constraints.

Develop a SOW or SOO

- **Define the desired outcomes:** *What must be accomplished to satisfy the requirement?*
- **Conduct an outcome analysis:** *What tasks must be accomplished to arrive at the desired outcomes?*
- **Conduct a performance analysis:** *When or how will I know that the outcome has been satisfactorily achieved, and how much deviation from the performance standard will I allow the contractor, if any?*



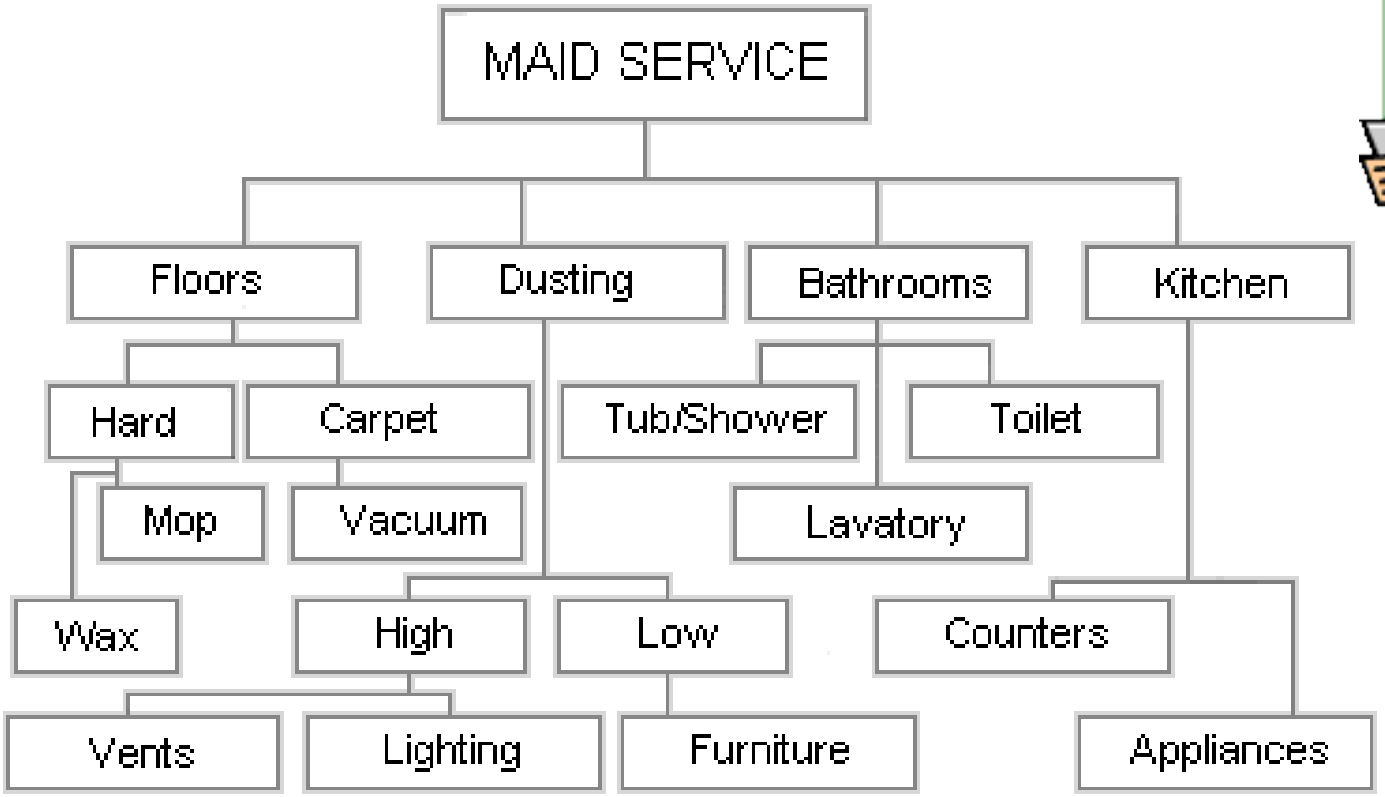
Defining the work

Work Breakdown Structure (WBS).

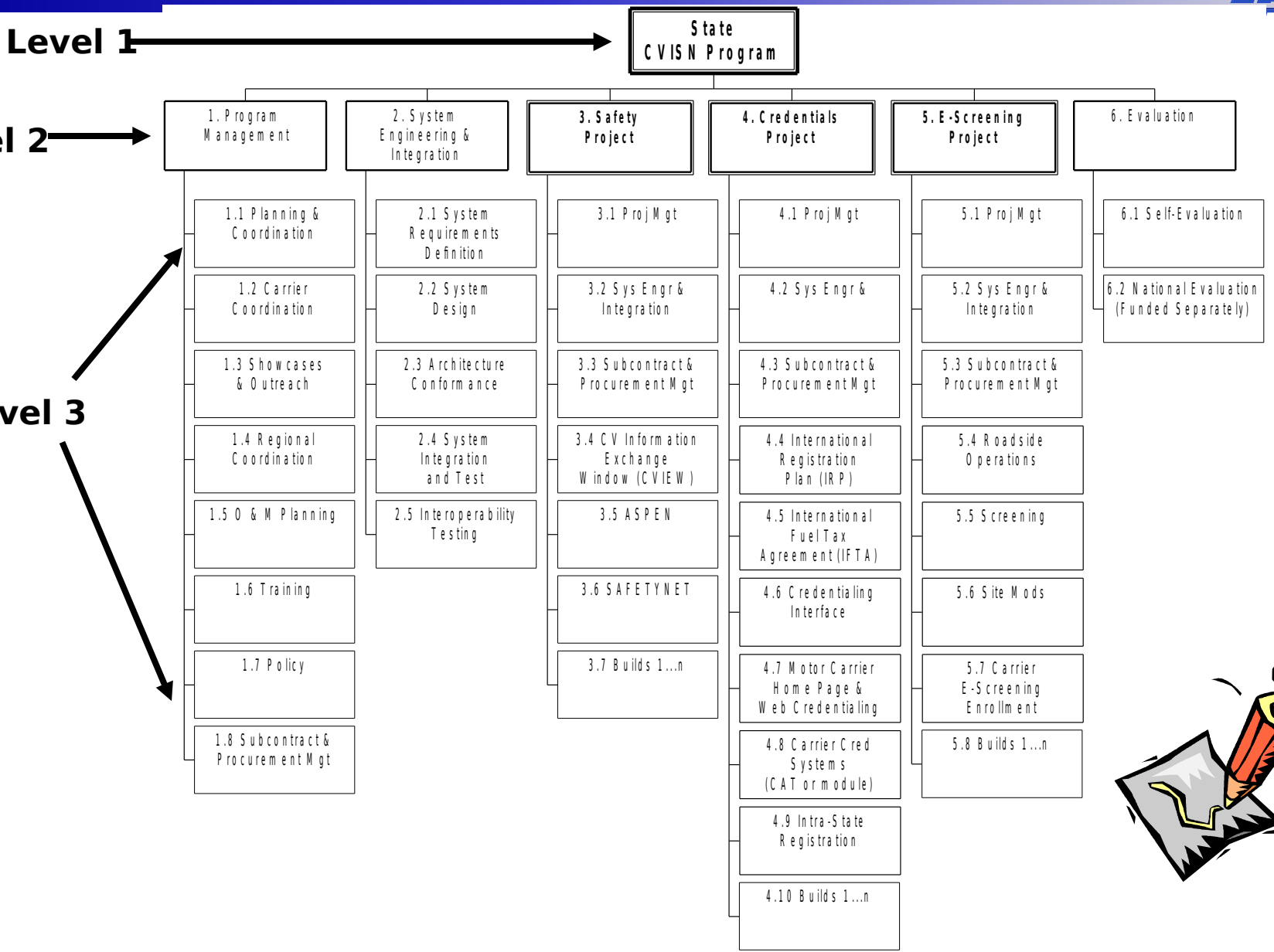
Outputs are clearly identified and can be separated from processes so the focus is on results. The inputs needed to get the job done are equally clear.

This information is great for proposal analysis, conducting a pre-award conference, and identifying Government-Furnished Property.

Develop a SOW or SOO



Typical WBS for a State CVISN Program



Outcomes

- Requires Performance Based SOW
  - **Requirements must be outcome based**
  - **Outcomes must be measurable**
  - **Contractor empowered to use best commercial practices and management innovation**

From: Specifying "How To" ***To: Specifyin***

C o n t i n u u m

PBSA SOW Examples - Yes, No, Maybe

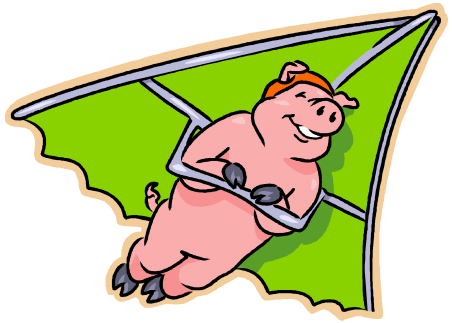
- Requires Performance Based SOW

3.1 Task 1. MESA/PD model Manager: The contractor shall furnish appropriately skilled labor for the management of the XYZ analytical tools called “The Model for Electronic Support and Attack” (MESA) and “Passive Detection” (PD). Duties include software engineering support (requirements solicitation and analysis, software design and testing, verification/validation), tool deployment support, and end user training/support. In this role the contractor shall make and be expected to make decisions regarding the design and functionality of the MESA and PD models for the government during performance. Deliverables include the following:

“Requirements Definition Document” for use in the

PBSA SOW Examples - Yes, No, Maybe

- Requires Performance Based SOW



1.2.3.2 Experience. A minimum of six years experience working in fuels is required; three years in base level general fuels, and three years in a fuels managerial capacity. The contract manager shall have attended either the Fuels Mgt. Officer Course (C30ZR6421-000), or the Petroleum Logistics Mgt. Course (J3AZR2F091-001) or their commercial equivalents. If it is determined that school attendance would be of minimum benefit a waiver may be granted by the CO after coordination with the Functional Director (FD) and Quality Assurance Personnel (QAP).3.1

XXX The contractor shall have graduated from Harvard with a BS in Fuels Management.

PBSA SOW Examples - Yes, No, Maybe

- Requires Performance Based SOW

2.1.3 Follow fuels safety guidelines IAW AFI 23-201. The service provider is solely responsible for compliance with OSHA standards and protection of service provider employees IAW AFI 91-301. See Section 1, for Safety Plan requirements.

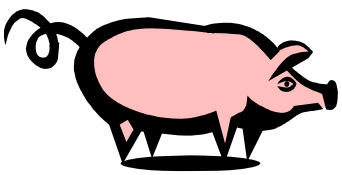
3.3.3 Requisition base procured investment equipment items after approval by the Resource Allocation Integrated Product Team and receipt of 3080 funds from MAJCOM IAW AFMAN 23-110, V2, PT2, Chapters 9 and 29.

3.3.4 Utilize the windows MICAP (Mission Capable) Asset Sourcing System to obtain lateral support for expedite requirements when necessary to meet customer demands only when zero balance at the depot IAW AFMAN 23-110, V2, PT9 and V2, PT2, Chapters [illegible].

3.3.5 Process local manufacture requisitions IAW AFMAN 23-110, V2, PT2, Chapter 9.

PBSA SOW Examples - Yes, No, Maybe

- Requires Performance Based SOW



Preservation is accomplished only if required by technical orders listed below and only if directed by the ACO:
Accomplish engine preservation in accordance with TO 1C-130B/H-2-4 or 1C-130(H)H-2-2 and 1C-130H-2-00GE-00-1.
Remove aircraft storage battery and SCNS battery if installed, store, and maintain as directed in TO 8D2-1-31 or TO 8D2-3-1.
Treat the aircraft as directed in TOs 1-1-17 and 1C-130A-17 when storage

PBSA SOW Examples - Yes, No, Maybe

- Requires Performance Based SOW

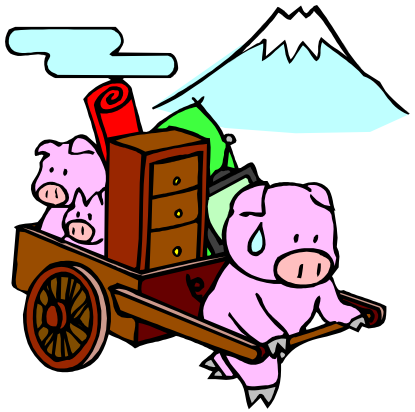
1.2.5.1. Process all requests for supplies and equipment and establish suspense control for requests IAW AFMCI 23-201, Chap 3. Date/time stamp all requests, perform quality control, verify request's validity, make sure the request has been reviewed, approved, and signed by the appropriate individuals in the requisitioning organization, and verify that a valid job order number (JON) is identified. Obtain additional information or resolve discrepancies if necessary or return the request to the initiator for additional information. If all information is correct, establish suspense control for the request and process IAW AFMCI 23-201, Chapter 3.

3.3.8 Process requisitions to satisfy emergency walk through requests for local purchase items IAW AFMAN 23-110, V2, PT2, Chapter 9.

3.3.9 Process and validate the Local Purchase MILSTRIP Research and Follow-up List (M37) IAW AFMAN 23-110, V2, PT2, Chapter 9 and AFM 177-206, Section 32.

PBSA SOW Examples - Yes, No, Maybe

- Requires Performance Based SOO



Technical Objectives:

Provide robust IT infrastructure services for all operations, logistics and maintenance functions.

Provide system and network administration for all systems and applications located on the LANs.

Implement a single help desk/service center capability to coordinate all maintenance issues with all customers.

Implement life cycle management processes.

Implement system's engineering processes consistent with industry standards

Develop all IT infrastructure technical solutions, brief government program manager for approval, and implement solutions per approved parameters for cost, schedule and performance.

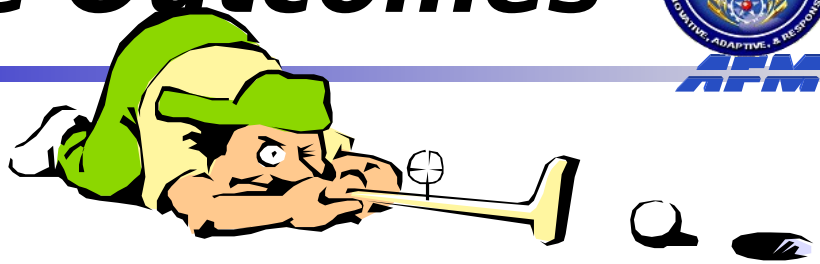
A MUST!!!

Measure and Manage Performance

5 Decide how to measure and manage performance.

- Review the success determinants.
- Rely on commercial quality standards.
- Have the contractor propose the metrics and the quality assurance plan.
- Select only a few meaningful measures on which to judge success.
- Include contractual language for negotiated changes to the metrics and measures.
- Apply the contract-type order of precedence carefully.
- Use incentive-type contracts.
- Consider other incentive tools.
- Recognize the power of profit as motivator.

Measurable Outcomes



- Measurable Outcomes

  Sow Para 1.1

  - Ad hoc report generation from consolidated database to support our Customers.
  - Maintain the Production Web Application, responding to problems and Deficiency Reports (DRs).
  - Implement all enhancements that comply with Full Certification & Accreditation (C&A) and Command, Control, Computer, Communications Information System Process (C4ISP).

- **What is important in each of these requirements to you?**
  - **Timeliness, Accuracy, Cost, Customer interaction, "down time for the**

Performance Standards Acceptable Quality Level (AQL)

- What is important in each of these requirements to you?
  - Timeliness, Accuracy, Cost, Customer interaction, “down time for the system/application”
  - How will I determine if the contractor is performing?

Performance Objective	SOW Para.	Performance Threshold	Method of Surveillance
Ad hoc report generation from consolidated database to support our Customers	1.1	95% all reports are generated within three days	Valid Customer Complaints for the reporting period

- Para 1.1 Ad hoc report generation from consolidated database to support our Customers.

Timeliness

Performance Standards Acceptable Quality Level (AQL)

- What is important in each of these requirements to you?
  - Timeliness, Accuracy, Cost, Customer interaction, "down time for the system/application"
  - How will I determine if the contractor is performing?

Performance Objective	SOW Para.	Performance Threshold	Method of Surveillance
Ad hoc report generation from consolidated database to support our Customers	1.1	95% all reports are generated without errors	Valid Customer Complaints for the reporting period

Para 1.1 Ad hoc report generation from consolidated database to support our Customers.

Accuracy

Performance Standards Acceptable Quality Level (AQL)

- What have I missed?
  - Performance Objective
  - SOW Para
  - Performance Threshold
  - Method of Surveillance

Performance Objective	SOW Para	Performance Threshold	Method of Surveillance
Ad hoc report generation from consolidated database to support our Customers	1.1	95% all reports are generated within three days Timeliness	Valid Customer Complaints for the reporting period
Ad hoc report generation from consolidated database to support our Customers	1.1	95% all reports are generated without errors Accuracy	Valid Customer Complaints for the reporting period

Performance Standards

Acceptable Quality Level (AQL)

- What are the performance standards?
- What is the criticality
  -

Performance Objective	SOW Para	Performance Threshold	Method of Surveillance
Maintain the Production Web Application, responding to problems and Deficiency Reports (DRs).	1.1		

Contractor Assessment

- **Tailor level of assessment to type and size of contract, kind of service, and contractor's own quality control plan**
  - **Timeliness of surveillance**
  - **Method consistent with established guidelines**
  - **Surveillance folders up to date**
- **Methods of assessment**
  - **Trend Analysis**
  - **Periodic surveillance/inspection**
  - **Random sampling**
  - **Valid customer complaints and/or fee**

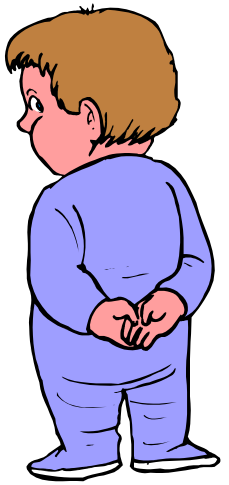
Contractor Assessment

- **Methods of assessment (cont)**
  - **Third party audits/assessments**
  - **100% inspection/surveillance**

What do I do if the KTR doesn't perform?

- **Negative Incentives/Remedy** **MANDATORY**
  - **Re-performance is preferred over fee/price reductions**
  - **Procedures for reduction of fee/price required (minimally satisfied by an inspection of services or commercial inspection clauses)**
  - **Past performance "report cards" should reflect actual performance and be used for future evaluations for award**
  - **Increased Surveillance**
  - **CPAR statements**

One size doesn't fit all!!



Can I motivate the KTR to do more?

- **Positive Incentives** as applicable

  Don't have to be monetary

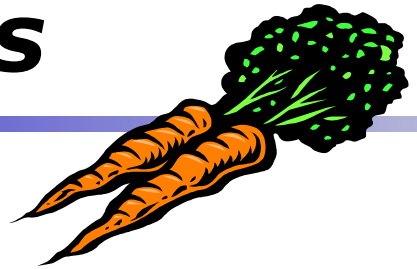
  - Consider Award Fee and Award Term incentives
  - Exercising of options
  - Reduced surveillance
  - Performance incentive (Bonus on a FFP cor
  - Past performance "report cards" should reflect actual performance and be used for future evaluations for award
  - Newspaper article on merits of contractor
  - Participation in enterprise type meetings

Incentives

- **Positive Incentives (Con't)**
  - **Strategic supplier alliances**
  - **Performance-based payments**
  - **Schedule incentives**
  - **Agency "supplier of the year" award programs**
  - **Competitive considerations**
  - **Share-in-share savings strategies**
  - **Letters of Commendation**

One size doesn't fit all!!

Incentives



- **Positive Incentive Tips**
  - Will enhanced performance provide additional value to the mission?
  - Which areas of the requirement would benefit most from enhanced performance? Which areas do not need added incentives?
  - How much is the agency willing to pay to achieve a level of performance beyond the performance standard? Is there a potential for using cost sharing?
  - Do contractors within a particular industry prefer additional performance periods (award terms) in lieu of monetary incentives (award fees)?
  - Is the incentive affordable? Will it affect timelines or schedules in a positive way? Adversely?

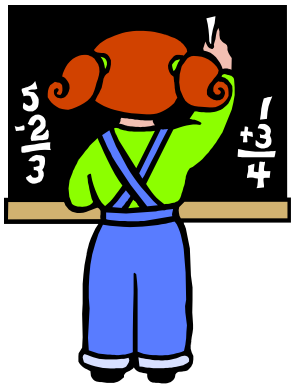
Manage Performance

- Keep the team together
- Adjust roles and responsibilities
- Assign accountability for managing contract perfor
- Add the contractor to the team at a formal “kick-off
- Regularly review performance in a Contract Perform Improvement Working Group.
- Ask the right questions.

Important Extras

- **Governing regulations**
  - AFI 63-124 PBSA
    - 01April 99
    - 09 Feb 04
    - Sep 04?
  - AFI 63-125 Quality
  - DoDI 3020-37 Essential Services
- **Documents**
  - Old Awards: SOW, SDS, BRAG, QASP, Contractor Surveillance
  - New awards: SOW, SDS, Multi-functional team, QASP/Performance Plan, Contractor Assessment
- **Proper Coding**

In Addition, Governing Regulations

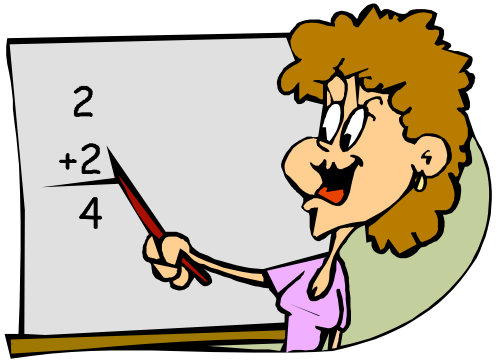


- **Governing regulations**
  - AFI 63-124 PBSA
    - April 99
    - 09 Feb 04
    - Sep 04?

Philosophy Change

  - DoDI 3020-37 Essential Services
  - FAR/DFARS etc

In Addition, Documents, Coding, Inspections



- **Documents**
  - Old Awards: SOW, SDS, BRAG, QASP, Contractor Surveillance
    - Does it have to be PBSA?
    - How do I bring it to PBSA requirements?
    - What about competition?
  - New awards: SOW, SDS, Multi-functional team, QASP/Performance Plan, Contractor Assessment
- **Proper Coding**
  - Why important?
- **Inspections**
  - What's important?

In Addition, Documents, Coding, Inspections

- **Documents**
  - Old Awards: SOW, Service Delivery Summary (SDS), Business Requirements and Advisory Group, Quality Assurance Surveillance Plan (QASP), Contractor Surveillance
    - Does it have to be PBSA?
    - How do I bring it to PBSA requirements?
    - What about competition?
  - New awards: SOW, Services Summary(SS), Multi-functional team, QASP/Performance Plan, Contractor Assessment, AFIs/Regs

In Addition, Documents, Coding, Inspections

- Performance Plan
  - Purpose: Better oversight of Services Ac
  - Definition: Performance Plan – "Prescribes objective in having the services, the goals of the multi-functional team, team members and their roles and responsibilities (to include the contractor performing the service), and how the multi-functional team will assess contractor performance and manage the contract to obtain efficiencies, improved performance, and cost savings throughout its life cycle." AFI 63-124
  - 2 parts - Contract Mgt/Assessment

    How do you know your contract is successful?

    - Contractor Mgt/Assessment (aka QASP)

    How do you know your contractor is successful?

Example 1

SOO

2.0 Acquisition Program Management Capability

2.1 Support Analysis of Alternatives (AoA) study for LBSD that satisfy requirements called out in DoD 5000 series instructions and the LBSD AoA Study Plan.

2.2 Support acquisition planning and execution of the LBSD pre-system acquisition and acquisition phase program activities that are consistent with DoD 5000 series instructions.

2.3 Perform long range planning studies in support of future ICBM development.

2.4 Participate in Source Selections for major acquisition (ACAT 1) for LBSD system or related acquisitions.

2.5 Support development of a Government Integrated Master Schedule (IMS) and Integrated Master Plan (IMP).

2.6 Produce reports, briefings, and other information as required.

2.7 Attend meetings, reviews, and working groups.

2.8 Participate in Integrated Product Team (IPT) and establish customer and contractor interfaces.

2.9 Manage and respond to flexible workload

Example 1

No SOW/SOO Para

SDS #	Performance Objectives	Performance Thresholds
1	Acquisition Program Mgmt - Quality of Work met work scope/schedule/contract requirements. Work required little rework. Deliverables were complete and accurate to meet customer objectives.	Exceeded 90% of work scope/schedule/contract requirements. Majority of work was adequate and required little rework. Deliverables were complete and accurate in most respects. CDRL ? Program Office satisfied with overall performance. What happens to other 10%? Is it never required? Does everything have the same std? WHY?
2	Systems Engineering - Quality of Work met work scope/schedule/contract requirements. Work required little rework. Deliverables were complete and accurate to meet customer objectives.	Exceeded 90% of work scope/schedule/contract requirements. Majority of work was adequate and required little rework. Deliverables were complete and accurate in most respects. Program Office satisfied with overall performance.
3	Acquisition Program Mgmt – Progress and Responsiveness to noted Deficiencies	If the contractor is advised of a deficiency, the contractor must correct the deficiency 90% of the time in a timely manner. What about the other 10%? Is timliness a deficiency?
4	Systems Engineering – Progress and Responsiveness to noted Deficiencies	If the contractor is advised of a deficiency, the contractor must correct the deficiency 90% of the time in a timely manner.
5	Staffing, including recruitment, employment, subcontracting commitment's) and efficient application to government needs	Provided fully qualified staff 90% of time. Contractor management was cognizant of program office needs and provided almost all of the staffing required on assigned tasks when required by the task. Customer reasonably satisfied with staffing efforts.
6	Communication/Interface with Program Office	Communication with the Program Office was good 90% of the time. Only a few minor problems occurred due to communication problems. Management style was good and the contractor almost always followed normally acceptable management practices. Only a few minor problems occurred due to the contractor's failure to control subcontractor's). Adequate interest was shown on task or management issues to prevent problems or delays in accomplishing the tasks. Program Office was reasonably satisfied with interface practices. All OCI and/or information access concerns resolved

Example 1

3.0 Systems Engineering and Analysis Capability

3.1 Support systems engineering activities and implement processes that are consistent with MIL STDS 499B and 1521.

3.2 Provide system and subsystem engineering analysis capability to develop/evaluate system/subsystem requirements, alternatives, select best solutions, and support design decisions. The capability should include all related subsystems and enable comprehensive and thorough analysis across all mission phases to evaluate key system attributes and capabilities such as range, trajectory, accuracy, thermal protection, guidance and control, reliability, maintainability, supportability and survivability.

3.3 Implement the ABC risk management program to identify and mitigate technology, cost, performance, and schedule risks.

3.4 Review engineering drawings and specifications.

3.5 Manage and respond to flexible workload.

Systems Engineering - Quality of Work

met work scope/schedule/contract requirements. Work required little rework. Deliverables were complete and accurate to meet customer objectives.

Exceeded 90% of work scope/schedule/ contract requirements. Majority of work was adequate and required little rework. Deliverables were complete and accurate in most respects. Program Office satisfied with overall

Example 1

QASP

3. **Any nonconformance with the contract requirements is a "defect". The term "defective" is used in reference to a service output that does not meet the standard of performance specified in the contract for that service.**

Contract compliance vice performance levels

Procedures etc are good
Performance Plan?

Example 2

3. Level of Performance Evaluation: The contractor will be evaluated in the following areas: Technical Performance, Schedule/Timeliness of Deliveries, Contractor Resource Control and Performance by Functional Area.

a. Technical Performance: The contractor will be evaluated as to the quality of the output of his work. The contractor's personnel should be technically competent in the tasks identified in the statement of work, contract job descriptions. Included in the technical performance are the contractor's contribution in meetings/reviews, the quality of the contractor's technical reports, contractor's productivity and the overall quality of technical support provided. Technical performance will be evaluated and considered acceptable when reports submitted and work effort are accurate, timely and complete.

b. Schedule/Timeliness of Deliveries: The contractor should be responsive to Government taskings and submit their monthly reports, technical reports and trip reports, as required by the contract, in a timely manner. Reports will be considered timely when they are submitted in accordance with the schedule established by the Task Leader and FAE and in accordance with the CDRLs associated with this task order.

Example 3

PROVIDING ACCESS TO A SERVICE

Performance Objective	Performance Standard AQL	Method of Performance Assessment
Maintain customer inspection (site visits, telephone calls).	Services must not be closed to public access more than x minutes during the month (day, hour).	Random
Maintain an automated information during established hours.	The inquiry response	Random
Maintain an electronic telephone systems database.	database may not contain more than x% of incorrect, inaccessible, or inappropriate lines of information.	Review random portions of database for accuracy, appropriateness, and accessibility of information. Review contractor reports.

MAINTAINING AN INFORMATION DATA BASE

Example 4
REPORTING TO THE GOVERNMENT

Provide timely notification on items requiring government action.	No more than x (or x%) of the reports to Appropriate government contact may be later than the specified time period, AND/OR no more than x (or x%) of required situations may go unreported.	Review operational logs, databases, or metrics.
Deliver required reports.	No more than x (or x%) of the reports to appropriate government contact may be later than the specified time period.	Review reports and logs
Gather required information from callers.	Report every ____ (month, quarter) on the statistical or other information that has been gathered. At least x% of the information gathered must be relevant and accurate.	Review records and reports. • Make test calls. • Randomly verify process on site.

Example 5

1.2.1.2 Development of ABCDE Cost Accounting Policies

The contractor will develop recommended relevant cost information, cost accumulation and pricing structures, procedures and supporting rationale to enable senior Air Force Space Command policymakers to meet their responsibilities under existing and future laws and regulatory guidance.

The objective will be to establish recommended commercial launch pricing policies and procedures that will enable senior Air force leadership to establish pricing levels for commercial launch to meet congressional intent of not inhibiting the growth of the national commercial launch services industry.

Example 6

LOGISTICS MANAGEMENT ANALYSIS AND TECHNICAL SUPPORT

SOW 1.0 DESCRIPTION OF SERVICES

The contractor shall provide support to OO-ALC, F-16 Unique Items Supply Chain Manager (hereafter referred to as F-16 SCM) at Hill AFB, UT. All administrative support will be the responsibility of the support contractor. The contractor will be required to possess a secret security clearance to access information data systems used for analysis.

1.1 Problem Identification Studies

The contractor shall:

1.1.1 Gather and review pertinent data, perform studies identifying problem areas related to overall F-16 Weapon System sustainment. The contractor shall perform analysis on F-16 SCM managed items and provide recommendations and necessary actions on problem areas. The studies shall include review and analysis of information and data from US Air Force, similar systems, and relevant software databases. The results of performing these analytical tasks will be identifying and recommending solutions, readiness impacts, and implementing plans leading to increased weapon system readiness and sustainability.

1.1.2 Perform assessment of logistical support, repair processes, and sales information and forecasting related to the F-16 aircraft.

Example 6

1.2 Logistics Support Analysis – The contractor shall:

1.2.1 Address the logistics impacts resulting from analyses and problem identification studies and make recommendations on improving methods.

1.2.2 Support new and emerging Air Force initiatives. Also, the integration of current logistics concepts must be considered in preliminary analyses results to evaluate various options for maintenance and supply concepts, repair recommendations, and other support requirements.

1.2.3 Analyze Life Cycle Cost data and provide information the F-16 SCM can use to more cost effectively support warfighters.

1.3 Integrated Logistics Support (ILS) Planning – The contractor shall:

1.3.1 Assist in addressing logistics impacts pertaining to any update, modification, or repair to the weapon system or components. The contractor shall systematically identify and assess logistics requirements and alternatives and shall help analyze and resolve ILS deficiencies.

1.3.2 Assist in effectively integrating support considerations, identifying the most cost effective approach to support the fielded system, and ensuring required support structure elements are developed and acquired.

1.3.3 Provide sales tracking cost data and develop sales forecasts as required.

Example 6

Performance Objective	SOW Para	Performance Threshold	
Problem Identification Studies	1.1	90%	
Logistics Support Analysis	1.2	90%	
Integrated Logistics Support	1.3	90%	**FOR WHAT?**
Monthly Status Reports	1.4.1	100%	
Performance & Cost Reports	1.4.2	100%	**Why 100%?**
Materials Presentation	1.4.3	90%	

1.1 Problem Identification Studies

The contractor shall:

1.1.1 Gather and review pertinent data, perform studies identifying problem areas related to overall F-16 Weapon System sustainment. The contractor shall perform analysis on F-16 SCM managed items and provide recommendations and necessary actions on problem areas. The studies shall include review and analysis of information and data from US Air Force, similar systems, and relevant software databases. The results of performing these analytical tasks will be identifying and recommending solutions, readiness impacts, and implementing plans leading to increased weapon system readiness and sustainability.

1.1.2 Perform assessment of logistical support, repair processes, and

Example 6

Performance Objective	SOW Para	Performance Threshold
Problem Identification Studies	1.1	90%
Logistics Support Analysis	1.2	90%
Integrated Logistics Support	1.3	90%
Monthly Status Reports	1.4.1	100%
Performance & Cost Reports	1.4.2	100%
Materials Presentation	1.4.3	90%

FOR WHAT?
Why 100%?
What is the assessment type?

1.2 Logistics Support Analysis – The contractor shall:

1.2.1 Address the logistics impacts resulting from analyses and problem identification studies and make recommendations on improving methods.

1.2.2 Support new and emerging Air Force initiatives. Also, the integration of current logistics concepts must be considered in preliminary analyses results to evaluate various options for maintenance and supply concepts, repair recommendations, and other support requirements.

1.2.3 Analyze Life Cycle Cost data and provide information the F-16 SCM can use to more cost effectively support warfighters.

The contractor shall:

Example 6

LOGISTICS MANAGEMENT ANALYSIS AND TECHNICAL SUPPORT

QASP

2. Where appropriate, methods for administering and evaluating services not included in the Service Delivery Summary (SDS) are to be developed by the QAP.

3. Any nonconformance with the contract requirements is a "defect". The term "defective" is used in reference to a service output that does not meet the standard of performance specified in the contract for that service.

ROLES AND RESPONSIBILITIES

INSTALLATION COMMANDERS; CONTRACTING; FUNCTIONAL DIRECTORS/COMMANDERS FD/FC; CONTRACTING OFFICERS (CO); QAP; CONTRACTOR; Is this the multifunctional team?

Method of Surveillance: One Hundred Percent Inspection

2. Performance Requirement: 90%.

a. Performance is acceptable when 10% or fewer items were defective during the month.

b. Performance is unacceptable when 11% or more items were

Example 7

- **What to measure performance in an A&AS environment**
  - **Studies and analysis, R&D (usually a deliverable)**
    - Performance of weekly/monthly etc status phone calls
    - Submission of accurate, timely invoices
    - Performing within cost
    - Completing milestones on time
    - Ask the vendor his suggestions

Whether the report/analysis etc is successful in the findings DOES NOT matter. The issue is whether the task is performed according to what has been contracted.

- **Information Help Desk, any functional tasking, finance etc (No deliverable, just physical presence at a desk)**
  - Responsiveness to calls
  - Acceptability of responses
  - Number of reworked taskings
  - Equipment failures

Questions